

STRATEGIC PLANNING IN PUBLIC ADMINISTRATION

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Rezumat

Administrația publică românească cunoaște un important proces de modernizare, astfel încât aceasta să se adapteze la noile realități economice și sociale ale țării, la statutul de țară membră a Uniunii Europene. Administrația publică trebuie să asigure servicii publice, la același nivel de calitate, în toate zonele și localitățile țării. Membrii societății devin responsabili pentru soarta lor și a comunității din care fac parte, numai după ce li se asigură cadrul legal de participare activă la deciziile care privesc viața lor. Ca partener al comunității, administrația publică trebuie să asigure o deplină transparență a deciziilor și să realizeze un parteneriat tot mai strâns cu reprezentanții societății civile, cu formatorii de opinie. Planificarea strategică în administrația publică este un instrument de management care permite acestuia să se concentreze asupra alinierii eficiente a resurselor sale cu misiunea și viziunea, respectiv cu scopul și aspirația acestuia către viitor, pe termen lung

Cuvinte Cheie: planificare strategică, misiune, viziune

Abstract

In order for Romania to meet its new political and social expectations as an E.U. member, the Romanian Public Administration has to be reformed. Nationwide, Romanian Public Administration has to assure the same endowment for service quality. After assuring their legal frame, the PA members will arise with responsibility for society and for their foresight.

As a community partner, the P.A. must be transparent on its decision and has to assure a strong partnership with civil society representative and the vox populi.

The reform of Public Administration is a management tool which will allow the focus on readjustment of its resources through the spirit, the vision and the future aspiration.

Keywords: strategic planning, mission, vision, projection

JEL Classification: L 38, H 83, Q 01, Q 56, O 18, M 19

1. INTRODUCTION

In contemporary society, with mutations in other sectors of political life, economic and social and public sector restructuring taking place and transformation, which requires the existence of officials of high professional, with specialized training, but also in management corresponding. Public management reform consists of deliberate changes in structures and processes of public sector organizations to better functioning of their (in some ways) (Pollitt and Bouckaert, 2004). At the same time, management of public performance includes a new vision on the role of public institutions in the Romanian society. State activity is complex and diversified, exercising in areas such as administrative, legal, cultural, educational, health, sports, social protection etc.. These are target areas of public management which has the fundamental objective satisfy public interests.

2. THE CONCEPTS OF STRATEGY AND STRATEGIC MANAGEMENT IN PUBLIC ADMINISTRATION

An important issue in management is the choice of strategies depending on the choices you can make the participants in a world with multiple authors (Lynn, 2004).

Strategy is a public bridge between, on the one hand and on the other tactic. After some authors, the policy (Zorlențan, Burduș and Căprărescu, 1998), guidelines is the major long-term, medium-and short rules and guiding managers in adopting main decisions of repetition in the base of it.

Strategy public institutions can be defined as all major objectives of the public institution in the long term, the main ways of making light of the possibilities of allocating resources for effective adaptation to the environment and achieve its mission, meet the public interest.

In the strategy behind the vision, namely the aspiration to the future organization in the long term, this is a responsibility of leadership of the institution. Also, given the specific activities of public administration, their purpose, satisfying the public interest, the strategy must respect certain principles, such as:

- Ensuring transparency of strategic decision-making process;
- Flexibility and ability to react quickly to changes in the environment;
- Political neutrality (the principle is not respected by many times);
- Effectiveness, and achieve results through the rational use of resources.

Strategy is not confused and do not have the same content management strategically. According to the

approach of Pierce and Robinson (1991), strategic management is defined as a set of decisions and actions resulted in the formulation and implementation of plans designed to achieve the objectives of the organization.

Strategic management is the scientific management of the public institution, so based on management strategy. Strategies serve as a basis for developing tactics public institution.

Tactics public institution includes a series of targets over the medium term, which refers to all activities or major components of their available resources (volume and structural), the major actions to be taken, responsible and leading performers, funding, and interim periods final indicators of efficiency, partial and global. Strategies itself in the annual or special programs in some areas, short term or medium (0.5-2 years). Tactics do not realize the simple strategies, they must have a dynamic, realistic mobilizing to take account of changes in the institution's internal developments and external environment in which it operates.

3. STRATEGY COMPONENTS

Public administration involving the drafting and implementation of strategies designed to provide public services and / or regulations to require individuals, groups and community organizations in public (Matei, 2006)

a. The mission of the public institution. The mission statement consists of the major goals and the evolution of the concept and conduct of the public institution. It does not determine the size or amount of items made in the time horizon of the strategy, but includes only orientations, perspectives and attitudes of public institution. Mission is the very reason that there is a public institution. An example of a mission for the public sector is: sustainable development and improving quality of life.

b. Fundamental objectives are those objectives that relate to all activities at the institution or its major components, the long time horizons of 3-5 years. Fundamental objectives can be economic, social, cultural, demographic, etc. An example of a fundamental objective for the public sector of a city is achieving by 2011 a systematic collection, storage and processing of domestic waste.

c. Strategic options related to major rational approaches, the main action that make possible the fundamental objectives of the public institution.

Examples of options are: computerization of the public institution, organizational modernization, improving the education of all grades, healthcare development, reduce air pollution and noise, etc.

d. Resources. In setting the strategies, as a rule, that resources are considered investment funds that

provide financial support mainly. Investment funds come from own resources or attracted, their sizing is very strict on the basis of financial analysis, production, marketing and management. We believe that resources are not limited to financial funds, should be considered and resources of existing real capital and human resources, science, knowledge, information and time.

e. The time limits specified strategic moments trigger and complete major strategic options, marking the operational strategy. It is very important setting realistic deadlines, taking account of economic rationality, etc. contextual developments.

f. Competitive Advantages for public defines realization by them of services and higher public perception in this way by people whom they are intended, compared with other previous term.

4. STRATEGIC PLANNING TO LOCAL LEVEL PUBLIC ADMINISTRATION

Strategic planning is an instrument of public management that allows public institutions to effectively use available resources and to achieve the objectives envisaged under the mission. Management of public concern, as a priority, increasing the effectiveness of state taking into account the interaction between the global and the local influence of local phenomena on public management, through strategies of innovation and development to enable the public sector to fulfill its mission under the Civil. Development strategy based on the combination of civil society and development partnership at local level can and should play a dynamic engine of social activities and local authorities.

Phases of local development strategy (Figure 1) are:

1. Identifying the needs of the community and its members and establishing the mission - strategic purpose

This phase is based on the use of public marketing. Through analysis based on surveys or statistical data, surveys or market studies concerning the subject organizations and its members as a manage, users and customers to identify needs and establish the mission or purpose of the development strategy.

2. Establishing fundamental strategic objectives

Fundamental objectives or purposes of the strategy shows the vision of the future public managers community, to achieve targets in time horizon of 3-5 years. The targets set must be realistic in terms of possibilities and limitations of the external environment and are known by community members.

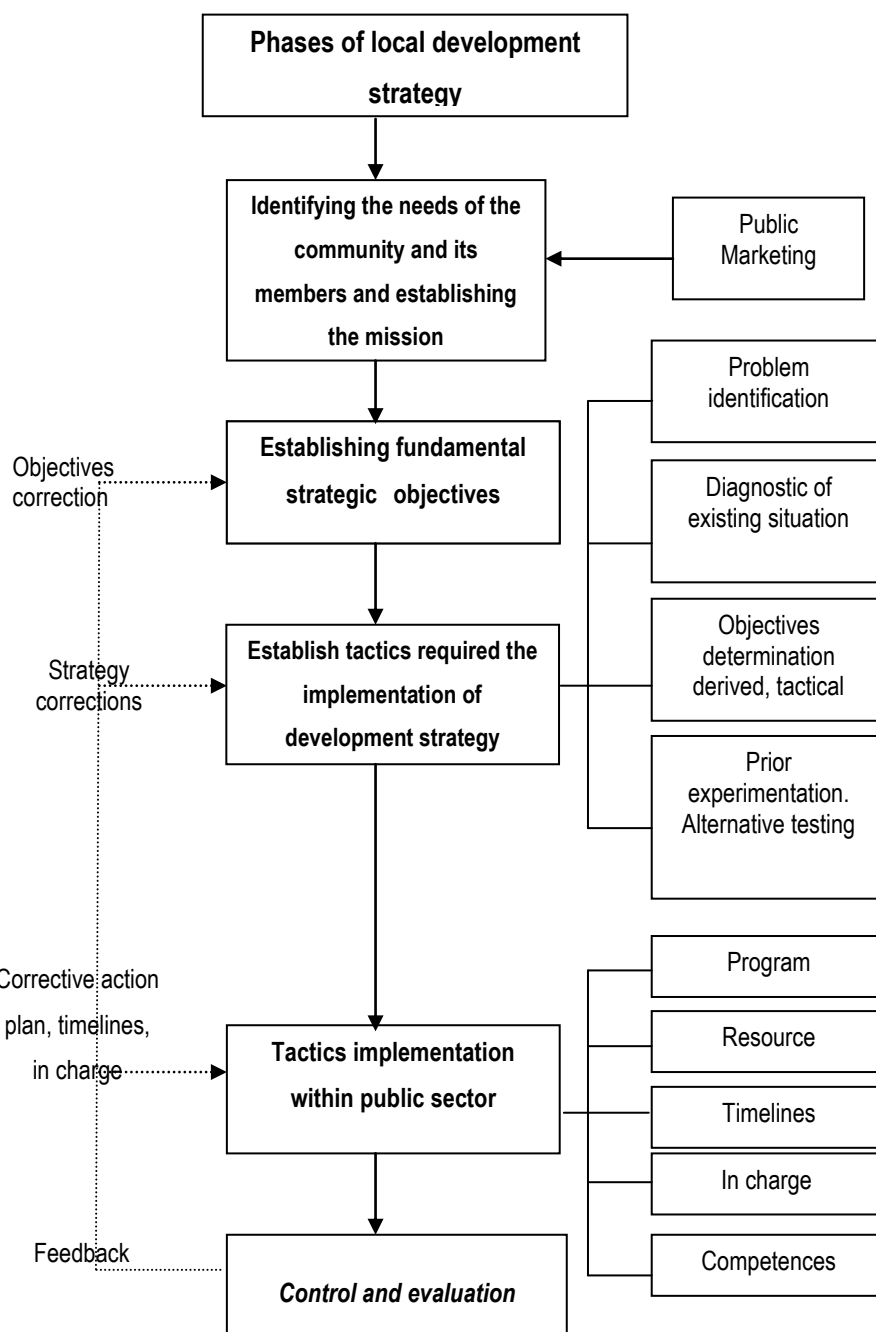


FIGURE 1. PHASES OF LOCAL DEVELOPMENT STRATEGY

3. Establish tactics required the implementation of development strategy

The establishment of public tactics are based on the fundamental objectives of the development strategy of the community and includes several phases:

- a) Identify the problem by local authorities aimed at classification and ordering of the nature, if it occurred as a result of pressures or unanticipated events or part of a political program. Identify problems before establishing the structures and competent staff to implement the tactics public.
- b) Diagnosing the current situation

Diagnosis at a regional authorities is a precondition to seeking solutions. Diagnosing the current situation is via collective work, internal or external, independent and take into account several aspects and may use that method of analysis, matrix-type assets attractions.

- c) Determine objectives derived (tactical) of the strategy is based on the analysis and diagnosis is to define guidelines, general direction of intervention and, if possible, they must be clear, precise, measurable and have time to implement. It is true that not all areas of public measures have a measurable, quantitative and accurate determination of goals is not doable.
- d) Experimentation and prior testing alternatives

Before taking the decision must be pre-testing analysis of a tactics to anticipate the likely consequences, and the tactics interdependence those on other programs and other consequences.

4. Tactics implementation within public sector

Applying tactics public is an act of political will and shall be conducted using methods and tools provided by science public management.

We believe that the implementation of tactics development strategies in the public domain is a proper management of projects through all management functions and is all in the public management system.

5. Phase control and evaluation.

Public management, general management, local communities, in particular, presents some peculiarities of the phase of monitoring and evaluation, as follows:

- The difficulty of measuring effectiveness, efficiency and effectiveness of public services, unlike the economic organizations that have clear indicators of profit, profitability, etc.;
- Lack of a control system which is suitable for many times, the processes of feedback should be based only on complaints of users of public services (based system exceptions);
- Difficult to assess the cost benefits due to lack of public accounting;

- Transparency and public visibility of actions makes it difficult to manage public.

To be effective it is necessary for process control evaluation should be continuous, not limited to periods of discharge plan or program. An assessment is made effective from the dates of meeting the targets forecasted with greater intensity on strategic points and critical periods to obtain appropriate. Function control evaluation should have a preventive character, the prevention of deficiencies for the most part if you were still failures, the control-evaluation is a correction. Monitoring and evaluation based on the analysis of cause-effect relationships must have a flexible adapter, but without loss of vigor and should be materialized through managerial decisions and actions effective. In carrying out the function of monitoring and evaluation, management may use methods and techniques, such as timing, critical path, instantaneous observation, tests of personality analysis, interpretation of test results, work-factory etc.

5. LOCAL STRATEGY FOR SUSTAINABLE DEVELOPMENT BASED ON PROGRAM "Agenda 21".

"Agenda 21" comprises an extensive program of action to ensure sustainable environmental development in the XXI century the century and third millennium, according to the new philosophy of the environment and development. Target strategic basic strategy of local sustainable development, improving quality of life. Strategic planning of sustainable development an area can be made only after an audit conducted in the urban conglomerate in question, and what audit proposes to identify the areas with acute problems, especially the potentially dangerous areas (Pandele and Dăneț, 2003).

A method that can be used in achieving the goals of sustainable development is MPMC (project management in a complex), which is one of the most flexible methods of management that brings together several public components clear, easily defined, understood and applied in the process of achieving the objectives of public institutions (Androniceanu, 2004)

Develop local strategy for sustainable development takes place in several phases, namely:

- a Analysis of existing situation.
- b Identify key issues and trends based on analysis of existing situation.
- c Setting goals and direction of the local strategy.
- d Establish an action plan.
- e Implementation Strategy.

The following is the synthetic elaboration of the sustainable development strategy based on the "Agenda 21" in the city of Galati.

a Analysis of existing situation.

Review existing local development is done in the context of national and global economy and respect the principles of sustainable development, taking account of some defining characteristics, such as:

- Close link between the economic and political system, which has numerous connections and interference;
- Permanent and intensive exchange between the economic and natural environment, which is receiving primary resources and the discharge is, finally, all waste from production processes and consumption;
- An extensive system of relationships in the form of material flows, energy, information and value;
- Considering the production of the pivotal economic system in the light of developments which change all the relationships and social, technological, information, etc.

Situation analysis revealed the following aspects:

- Population employed in economic activities in the city, most are employed in manufacturing, the field is transportation, communications, storage, construction, trade, automotive repair, personal and household area Electricity, gas and water industry Quarrying;
- City is situated on the left bank of the Danube River, with river transportation links, maritime, automotive and rail;
- The majority economic capacities are lagging behind in terms of technology, with effects in the efficiency and competitiveness;
- There is unused capacity installed as a result of complex causes and effects;
- The activity of research institutes has decreased dramatically because of lack of funds, although they have a potential;
- Economic branches are not present or are present in the little town's economy;
- There are unused resources work;
- Lack environmental and waste-water treatment plant waste water;

- Social housing crisis;
- Existing large industrial city and is generating a large pollutant emissions into the atmosphere and water;
- Transport from the city with cars and transport is large sources of pollution;
- The network of city water and sewerage network are partly obsolete;
- The waters of the Danube River through the city are polluted with hydrocarbons due to river traffic but also because of sewage and surface sanitation of the city;
- Existence of a strong university training and university.

b Identify key issues and trends.

Based on situation analysis identifies the main issues and trends.

In the area of "economic development, administration, planning" the main problems of the city are:

- An impressive human potential but is not used properly, the trend is increasing the number of unemployed of large economic units that are restructuring;
- The existence of a structure in which industries have a share of energy and polluting industries;
- The recovery, recycling and reuse of waste and recoverable resources is carried out at Josie parameters and very few lines in some directions even abandoned (in glassware, plastics, etc.).
- Almost total lack of use of materials and energy sources in November, unconventional and less pollution;
- Insufficient financial capital;
- Precarious area of transport infrastructure;
- Shortage of housing;
- Part of the urban heritage is degraded and threatened with oblivion and decommissioning etc.
- In the field of development socio-cultural-scientific "the main issues and trends are:
- Medical assistance does not amount, in terms of facilities, from the cities in developing countries;

- Welfare of the people of third age and other disadvantaged categories is precarious;
- Cultural values of the city are little known life and theater, museums, libraries, etc.. suffers from the law on the financing and poverty;
- Infrastructure in recreation, tourism and sport is poorly developed and the existing use is insufficient;
- Higher education is fairly well represented, but missing some areas of economic and social life: transportation, agronomy, environment, art.
- In the field of "environment" the main problems identified are:
 - Air pollution continues to economic units representing major industries because of high costs of changing technology or making anti-measures;
 - Air pollution, particularly on the main arteries of city traffic and during peak hours due to very intense traffic of vehicles in the common bus taxi, but the cars;
 - Air pollution in public places because smoking;
 - Poor quality of surface waters and sewage discharge due to polluted water;
 - The problem of collection and recycling of solid waste has not found resolution in full, in the very crowded areas;
 - Insufficient green areas and lack of maintenance of existing ones, etc.

c *Setting objectives and directions of the local strategy. Formulating priorities.*

To establish goals and directions of the local strategy should be considered the main issues and trends identified previously from the premise that to get some action must be taken on the causes.

Given the resources of time, limited human and financial priorities should be established which will determine the direction of investment from the local budget, the programs or the investors to most critical environmental problems.

Given the principles of sustainable development vision for community development, successful experience of other communities in the various programs can assess the following criteria for setting priorities:

- Improving health in the city and quality of life at individual and collective;

- Removal of priority pollution affecting most serious human health and the environment;
- Achieve the maximum benefits / costs of projects;
- Creating a sense of collective participation and success of the city that leads to change mentalities and lifestyle;
- To be matched with the "think global - act local" as a way to meet EU accession requirements, using local capacities and programs.
- Investigation using iterative (Delphi) and others that relate specifically to the prediction (Delbecq method, critical path, the scenario, the updated value) is set directions and objectives of the local development strategy, of which examples:
- Reduce air pollution from industry.
- Reduce air pollution and noise due to motor traffic.
- Improving the health of the citizens in relation to air pollution.
- Changing the mentality of the citizens towards issues of sustainable development.
- Improve quality of water discharged into used sewage and surface waters.
- Reduce urban pollution due to waste.
- Development of green spaces and layout.

d Establish action plan

Having clearly defined the main objectives of local sustainable development strategy, should set the action plan that includes projects and concrete actions to be taken.

Setting project is carried out on working groups for each domain, possibly for each objective pursued, groups are formed, primarily specialists in the field, can be attracted and external collaborators both in the field and in others, given complexity of the problems addressed and the need for carrying out interdisciplinary research.

As a working method can be used "brainstorming" is, through which ideas can be issued in large number on how to solve a problem, which combinations or can detach optimal.

In what follows we will present some of the projects and actions to be undertaken to achieve the main objectives.

To the objective of "reducing air pollution from industry:

- Project 1. Entering programs dispersion and improving the monitoring of emissions from SC ...
- Project 2. Use of the depollution of the air by dry methods: electrofiltre or filters.
- Project 3. Stimulating local financial investment environmental air through the establishment of local taxes to overcome the pollution emission of main pollutants.
- To the objective of "reducing air pollution and noise due to traffic car":
- Project 1. Program of replacing the fleet of buses with local traffic buses with low pollution.
- Project 2. Development of pedestrian and cyclists by creating new pedestrian areas and some areas for cyclists in the city.
- Project 3. Optimization of transport in the city through mathematical modeling based on the need for mobility of people and the pollution, etc.

To the objective of "improving the quality of wastewater discharged into the sewage and surface waters" can exemplify:

- Project 1. Increasing the percentage of industrial water recycling agents
- Project 2. Program amending water polluting technologies by conducting mechanical pickling SC
- Project 3. Recycling at source units polluting the water, etc.

To the objective of "Developing and arranging green spaces, we can exemplify:

- Project 1. Elimination of deficiencies in the application of specific legislation by referencing the Legislative Hall and the Environmental Protection Agency.
- Project 2. Program management and development of green spaces around the housing blocks - green oasis - modern concept for a healthy life, etc.

e Implementation Strategy. Monitoring, evaluation and updating

Making process is not completed with the establishment of the Action Plan, it continues to shift towards implementation of the decision. If the strategy of sustainable local development, as these decisions very complex structure and operational logic in the form of the action plan or a specification, special attention

should be given to preparing the psychosocial climate and to reconfiguring the organizational culture, particularly where decisions involve radical changes. Preparing the application is much easier decision if the managers role in the implementation and participated in drafting them. Action Plan or the specifications that include specific measures and timelines are monitored step by step at this stage and determining the degree of realization of the objectives set, and causes of deviations that have generated any unforeseen factors that have made fingerprints on them. Be reviewed critically in the pattern of previous stages, considering necessary corrections and taking decisions related to what is required.

6. CONCLUSIONS

Strategy of public institutions shall be adopted in order to achieve the objectives of major public institution in the long term, given the possibility of allocating resources. The strategic planning is a strategy that seeks to effectively align resources with mission objectives and the public institution. Strategies serve as a basis for developing tactics organization in general, the public institution in particular. Strategy is applying by strategic decisions. The paper has highlighted the components of the strategy of public administration, content and importance, the phases of local development strategy and circumscribed their actions. Also in the paper presents a study on sustainable development strategy based on the "Agenda 21" at Galati town, highlighting the stage management methods used for the various projects proposed directions for sustainable development, the expected effects.

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